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**MONTANA ARTS COUNCIL  
VISIONS OF '89  
MONTANA  
CULTURAL  
CONFERENCE**



**MAY 11-13 HELENA**

STATE DOCUMENTS

SEP 1984

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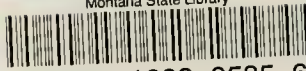
CONFERENCE REPORT

PREPARED BY

ROBIN BAILEY, FACILITATOR

June 1, 1984

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VISIONS OF '89: MONTANA CULTURAL CONFERENCE  
HELENA -- MAY 11 - 13, 1984

INTRODUCTION:

The following report is prepared as a compilation of the ideas and strategies discussed by more than seventy-five Montanans who attended the Montana Arts Council's first statewide cultural conference -- VISIONS OF '89: MONTANA CULTURAL CONFERENCE.

Those attending represented a broad spectrum of Montanans who share a common interest and commitment to the enhancement of the arts in this state. Among those present were artists, arts administrators, performers, educators, governmental officials, members of the Montana Arts Council, arts advocates, and volunteers who serve on boards of directors of arts organizations or who are involved in a wide variety of arts activities across Montana. Delegates represented all geographic areas of the state and communities of all population sizes. The expenses of some delegates were subsidized by the Montana Arts Council or a local sponsoring organization. In other cases, the delegate attended at his own expense.

The conference consisted of three parts:

Day 1: Titled THE CULTURAL OUTLOOK: COMMON CONCERNS, COMMON SOLUTIONS.

Day 2: Titled FUNDING AND ADVOCACY. This day included a public hearing on Proposed Administrative Rules and Procedures Specifying Criteria for Cultural and Aesthetic Project Grants and workshops on Arts Advocacy and Funding Proposals.

Day 3: Titled PERFORMING ARTS TOURING IN MONTANA.

Arrangements and promotion of the Conference were done by the Montana Arts Council staff. Robin Bailey, Great Falls, served as facilitator for day one and day three of the conference.

## THE CULTURAL OUTLOOK: COMMON CONCERNS, COMMON SOLUTIONS

Those attending the first day of the Conference initially were seated in order to mix performers with administrators, volunteers with artists and the like. Following the opening panel presentations, designed to give all delegates a common overview of the State of Culture in Montana today, participants at each table were asked to brainstorm and discuss their expectations for the conference.

Several themes became apparent: (See complete list in appendix.)

- \* working in cooperation with other groups
- \* getting to know one another
- \* developing a strategy to maximize funding
- \* planning an advocacy effort for the 1985 Legislature
- \* establishing goals for 1989
- \* learning from others
- \* networking
- \* coordinating
- \* communicating

Many cited the isolation of Montana arts groups as a key factor in the need for sharing information, and many complimented the Montana Arts Council for calling the conference.

The delegates were then asked to list everything about the current state of Montana culture which makes them proud. The list ranges from specific cultural organizations to a sense of pride in Montana's uniqueness. The strongest assets of our cultural climate, as identified by the delegates, are:

- \* the coal tax fund
- \* the strength we have when working together
- \* pride and awareness of Montana artists by nationally recognized groups
- \* role of the Montana Arts Council in providing services to the arts
- \* improvement in the quality of all aspects of the arts in Montana
- \* networking and cooperative efforts across the state
- \* citizens' involvement in the state processes
- \* increased interest in Native American arts
- \* commitment to preserving Montana's history
- \* increased political support for the arts
- \* the dedicated volunteers working for the arts
- \* growth in the quality of arts education programs in our schools
- \* the diversity of the arts in the state
- \* conferences such as this conference for discussing and promoting the arts
- \* the broad based support of the arts

The complete list appears in the appendix of this report.

Following the luncheon address by Dr. John D. Pulliam, Dean of the University of Montana School of Education, delegates brainstormed their Vision for 1989 -- what do they hope or want to see as the state of Montana culture in that year? The participants then moved to tables with others interested in developing goals in a similar discipline. Delegates identified priorities and began to develop goal statements and strategies for accomplishing these goals in the following areas: art centers/museums/galleries, performing arts groups and sponsors, historical societies/historic preservation/folklife and oral history, arts in education, cultural service organizations, and fairs and festivals.

Using a problem solving technique called forced field analysis, each group listed forces which would work favorably toward achieving their goal and forces which would work against achieving the goal. These were then placed on a graph and weighted as to their importance (1 - lowest, 7 - highest).

Each table then developed strategies to help overcome the strongest negative forces; determined who not present at the conference needed to be involved in order for the goal to be achieved; and when or how the group planned to continue to work toward the goal after the conference.

The results of each group follow and will be reviewed by the Montana Arts Council staff and Council members for suggestions and assistance.

This report will be distributed to all conference participants, and participants are encouraged to share the report with other arts organizations in their communities.

## ART CENTERS/MUSEUMS/GALLERIES

PARTICIPANTS:   \* Trudy Laas  
                   \* Tammy Hedges  
                   Mike McCourt  
                   \* Ron Paulick  
                   Penny Loucas  
                   \* Donna Forbes  
                   \* Julie Cook  
                   \* -- willing to continue to work on the goal

BRAINSTORMING THE VISION RESULTS:   By 1989, we want the following to be happening...

### Funding:

- art centers financially solvent and comfortable and solid
- better Legislative commitment of money to the arts
- private industry council projects within the department of labor hope to participate in these
- records computerized
- network of computers
- private individual grants to private arts groups
- business community for the arts on a regional basis
- assistance to private galleries
- expansion of granting
- rural communities to get a share of the grants
- major institutions to get a share of the grants
- development of private sector funding
- strengthening of % for the arts
- better information distributed re. funding sources
- county funding solidified

### Programmatic:

- more international traveling exhibits in the state
- exhibit space available in Helena
- state sponsored art museum somewhere
- more rural outreach
- contemporary exhibits in libraries
- video library
- all museums and art centers to have video equipment
- artists exchange program
- arts education recognized as vital
- more regional linkages -- art glass movement
- recognition of the needs of cultural groups by general public
- mobile art education unit -- hands-on teaching throughout the state
- more art books in the libraries
- better education programs about exhibitions
- better trained docents throughout the state
- production of a film relating to Mt. arts (slides or tapes ok)
- books published by Montana authors
- quarterly, quality publication about Montana arts
- outreach programs on contemporary art
- slide library

## ART CENTERS/MUSEUMS/GALLERIES

### Miscellaneous:

- art centers with clearly defined goals
- not be too institutionalized
- more regional cooperation on all levels
- keep own sense of culture in tact
- better access to all information

### PRIORITIES -- GOAL STATEMENT:

Goal: To solidify funding for art centers by developing private money and increasing the government sector's commitment of dollars to the arts

Goal: To develop some sort of regular information sharing production (film, video, books, magazines) to be distributed in and out of Montana

### FORCES WORKING FOR THE ACHIEVEMENT OF GOAL 1:

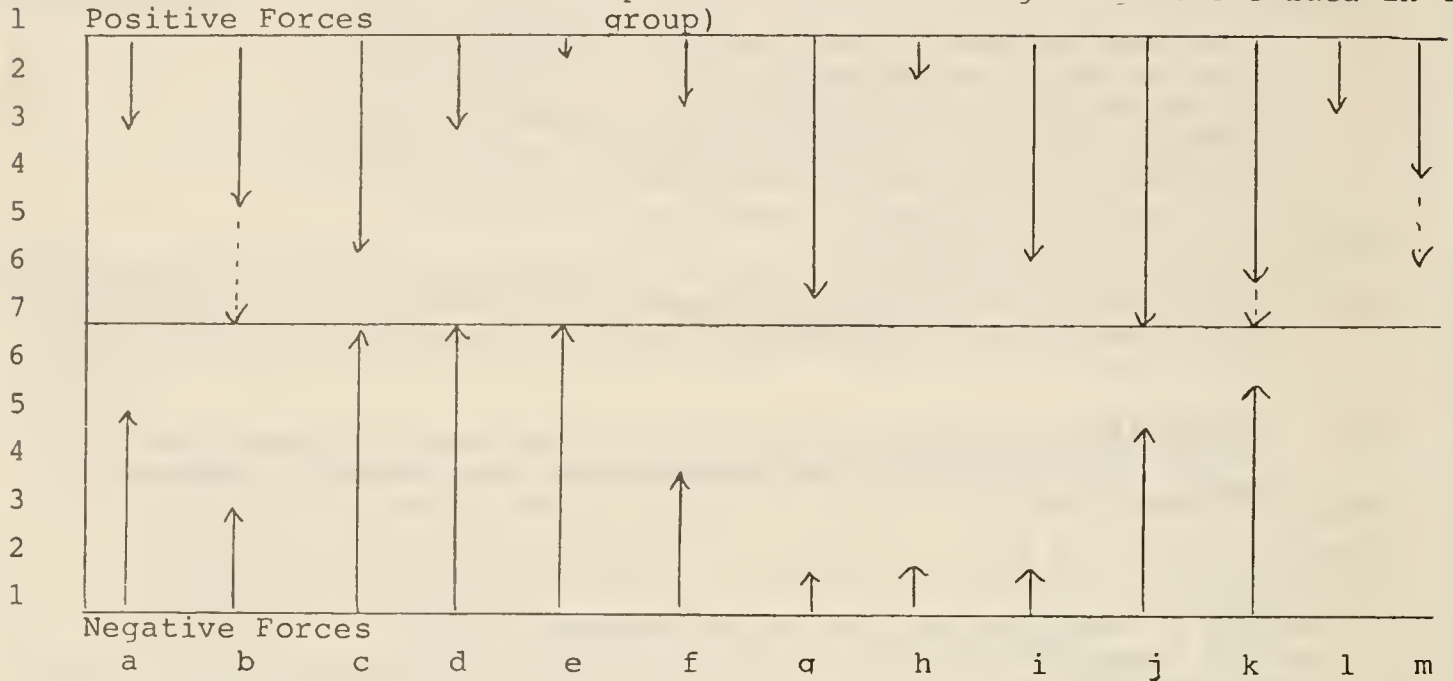
- a. taking a stand for quality by art centers
- b. second generation wealth -- seeing some of that money go to the arts
- c. good lobbying networks
- d. strong organization in MAGDA
- e. historical perspective (remember the arts past)
- f. Newsweek article -- national exposure
- g. existing facilities
- h. awareness
- i. assumption that the facility will continue to exist
- j. tax benefits for contributing
- k. foundation of supporters already in place
- l. distances
- m. cooperative efforts

### FORCES WORKING AGAINST ACHIEVEMENT OF THIS GOAL:

- a. lack of large businesses in the state
- b. conservative attitude -- people do not realize the arts need money
- c. lack of education of decision makers
- d. too few dollars -- lots of small businesses
- e. shrinking governmental dollars
- f. too narrow a base of support
- g. assumption that we don't need money
- h. assumption that we can survive on what we have
- i. quality is unimportant
- j. one-sided representation toward the past
- k. population base in too small

## ART CENTERS/MUSEUMS/GALLERIES

FORCE FIELD ANALYSIS GRAPH: (solid and dotted lines indicate difference of opinion as to the weighting of the idea in the group)



### WAYS TO OVERCOME MAJOR NEGATIVE FORCES:

Problem: Lack of understanding of the benefits of art centers and the benefits of giving

Problem: Small population base, not enough dollars to go around from private and governmental sources

### POSSIBLE SOLUTIONS:

1. Project our image more effectively and oftener -- reach more people
2. Show that arts are an essential part of our lives
3. Enhance recognition of the art in our lives
4. Use businesslike approach when seeking funds
5. Keep precise records
6. Keep precise records re. salaries contributed to community -- economic impact in tourist dollars etc.
7. Have a visible presence
8. Develop a local advocacy group for all arts -- create connections with government and business
9. Have comprehensive mailing lists and use them well -- project a quality image
10. Research funding sources
11. Research why people are not giving

### KEY ACTION STEPS:

1. Create stability in county/city sources of revenue which will insure no control of programs and as little political game playing as possible
2. Develop endowments -- this will require education for boards and staffs

ART CENTERS/MUSEUMS/GALLERIESKEY ACTION STEPS: (con't.)

3. Advocate on a local level on a continuous basis to the private and governmental decision makers -- year-round, every year -- not just when we want something

WHO IS NEEDED TO ACHIEVE THIS GOAL:

1. All Montana galleries -- private and non-profit -- ask MAGDA for list
2. Mt. Chamber of Commerce
3. Mt. County Commissioners/ City Government officials
4. Mt. Arts Advocacy

## PERFORMING ARTS GROUPS AND SPONSORS

PARTICIPANTS: Jan Snow facilitated  
All names of participants were not listed

BRAINSTORMING THE VISION RESULTS: By 1989, we want the following to be happening...

### Programmatic:

- arts showboat
- Centennial Committee for the arts with a corporate sponsor
- theatrical production with Centennial significance
- performing arts continued productions -- dance, drama, music etc.
- bringing in a major touring company for a state tour
- performing and visual arts for all age groups
- alternative Montana based theatre group
- annual Montana playwriting competition
- Cable TV channel for the arts
- public TV in Montana
- Montana Arts Festival -- all arts included with possible tour of the state
- improved facilities in which to perform
- more emphasis on education and the arts
- more sharing east to west in the state -- need travel assistance to make this possible
- largest square dance in the U.S. in Hardin or elsewhere
- Burlington Northern train for the arts

### Funding & Promotion:

- travel assistance
- statewide promotion of the arts in all state publicity promoting tourism
- work and plan now for the 1985 Legislative session
- network of sponsors and artists needs to be established
- adequate funding a must
- resources bank of personnel, technical information, equipment etc.
- 95% attendance levels at cultural events
- national recognition of work of Montana artists

### PRIORITIES -- GOAL STATEMENT:

Goal: To form C.A.N. (Communication Arts Network)

1. Discussion also included the possibility of expanding the Montana Performing Arts Consortium to include both performing artists and sponsors

### FORCES WORKING FOR THE ACHIEVEMENT OF THIS GOAL:

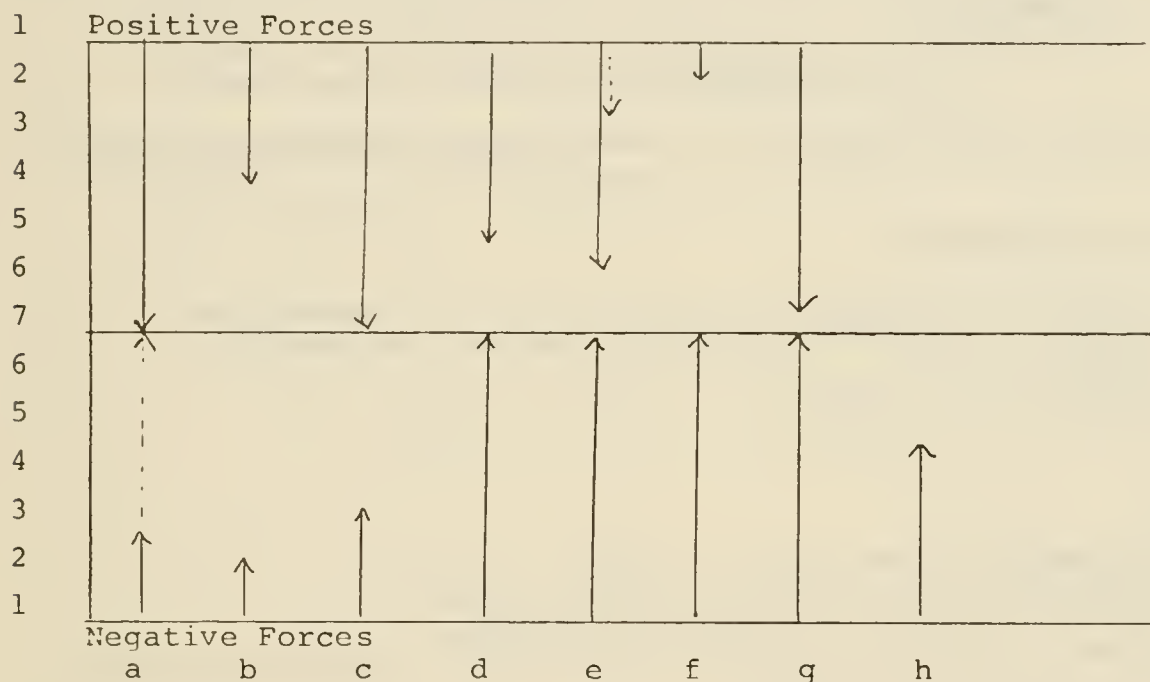
- a. expressed need
- b. enthusiasm
- c. already exists -- the climate is right
- d. lots of potential constituents
- e. technology
- f. money potential is there
- g. money could be saved with better communication

## PERFORMING ARTS GROUPS AND SPONSORS

### FORCES WORKING AGAINST THE ACHIEVEMENT OF THIS GOAL:

- a. everyone too busy
- b. too protective of own interests
- c. distances across the state
- d. lack of money
- e. director needed for leadership, coordination, continuity
- f. logistics
- g. lack of coordinated effort of all existing organizations
- h. too large a scope

### FORCE FIELD ANALYSIS GRAPH:



### WAYS TO OVERCOME MAJOR NEGATIVE FORCES:

Problem: Lack of coordinated effort

Possible Solutions:

1. Recommend to the Montana Performing Arts Consortium that they expand
2. Identify potential members (obtain MAC mailing list)
3. Ask to be invited to next Consortium meeting
4. Recommend that Consortium communicate with performing groups
5. Attend the Sunday conference to discuss these issues as related to touring in Montana

### WHO NEEDS TO BE INVOLVED:

Montana Rep. Theatre  
MDAA  
Vigilante Players  
All performing groups  
MASO  
TV production groups  
Choral groups  
Other musicians

Mt. Chorale  
Mt. Consort  
Dance groups

## HISTORICAL SOCIETIES/HISTORICAL PRESERVATION/FOLKLIFE & ORAL HISTORY

Introductory Note: Two groups worked on goals in this area. Both reports follow.

PARTICIPANTS: \*Althea McDonald  
 \*Brian Berqheger  
 Glenda Bradshaw  
 Helen Aaberg  
 Henrietta Whiteman  
 Betty White  
 Michael Korn  
 Cornwall  
 \* -- willing to continue to work on this goal

BRAINSTORMING THE VISION RESULTS: By 1989, we want the following to be happening...

### Communication and Promotion:

- Media and other professional assistance for communities
- Production of a Montana "people to people" documentary
- Networking
- Increased public awareness of cultural assets of Mt.
- Peace, love, and funding

### Programmatic:

- Montana public television
- A play about Montana for use by many groups
- A director of Montana Cultural collections
- Development of more cultural assets such as the Jordan Museum
- Oral histories of oldtimers
- Montana Native American Oral History
- U of M Museum of Native Americans
- Historical train sponsored by Burlington Northern
- A statewide folklife festival

### Funding and Resource Development:

- Adequate and reasonable funding for local cultural institutions
- More exchange of resources ( artifacts, slide presentations, information)
- More networking to provide to statewide exhibitions, performing arts tours etc.
- Wider spread of individual personal involvement

### PRIORITIES --- GOAL STATEMENT:

Goal: To make a greater effort to document our heritage through oral history interviews, folklife festivals, public television, people to people documentary, and a play about Montana.

# HISTORICAL SOCIETIES/HISTORICAL PRESERVATION/FOLKLIFE & ORAL HISTORY

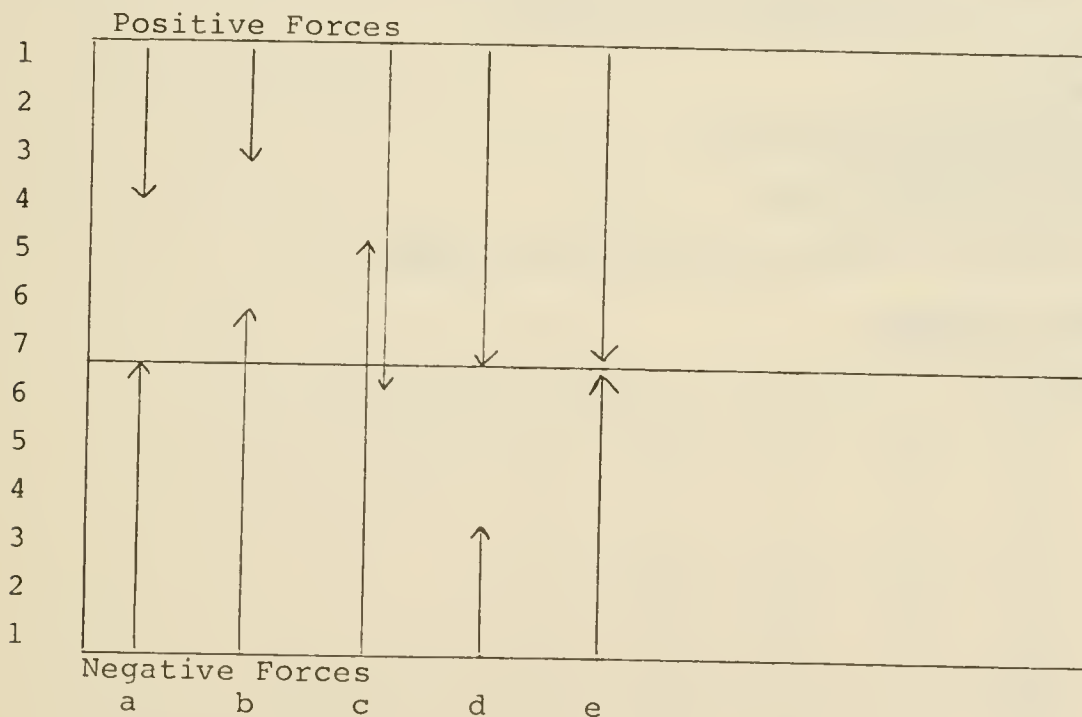
## FORCES WORKING FOR THE ACHIEVEMENT OF THE GOAL:

- a. some documentary materials available
- b. people with experience in the various areas
- c. lots of people to be interviewed
- d. enthusiasm/commitment
- e. richness of the diversity of Montana's heritage

## FORCES WORKING AGAINST ACHIEVEMENT OF THE GOAL:

- a. lack of technical expertise
- b. lack of money to execute the project fully
- c. no central clearing house with paid staff to facilitate the exchange of information and materials
- d. limit to staff time at institutions
- e. need paid staff for central clearing house

## FORCE FIELD ANALYSIS GRAPH:



## WAYS TO OVERCOME MAJOR NEGATIVE FORCES:

Problem: Lack of Funds

Possible Solutions:

1. Seek grants from MAC, NEA, NEH, Coal tax funds, MCH
2. Seek grants from private sources such as Burlington Northern, oil and coal companies, community support
3. Seek county mill levy assistance
4. Get local people committed and excited -- they will help raise the necessary funds

Problem: No central clearing house with paid staff to coordinate/facilitate

# HISTORICAL SOCIETIES/HISTORICAL PRESERVATION/FOLKLIFE & ORAL HISTORY

## Possible Solutions:

1. Proceed with goal 2
2. Leave it to the "89'ers" committee
3. Seek assistance from the Lt. Governor's office

Goal: To develop an innovative way to exchange resources for the purpose of increasing community awareness of historical preservation and for the purpose of assisting local institutions and organizations.

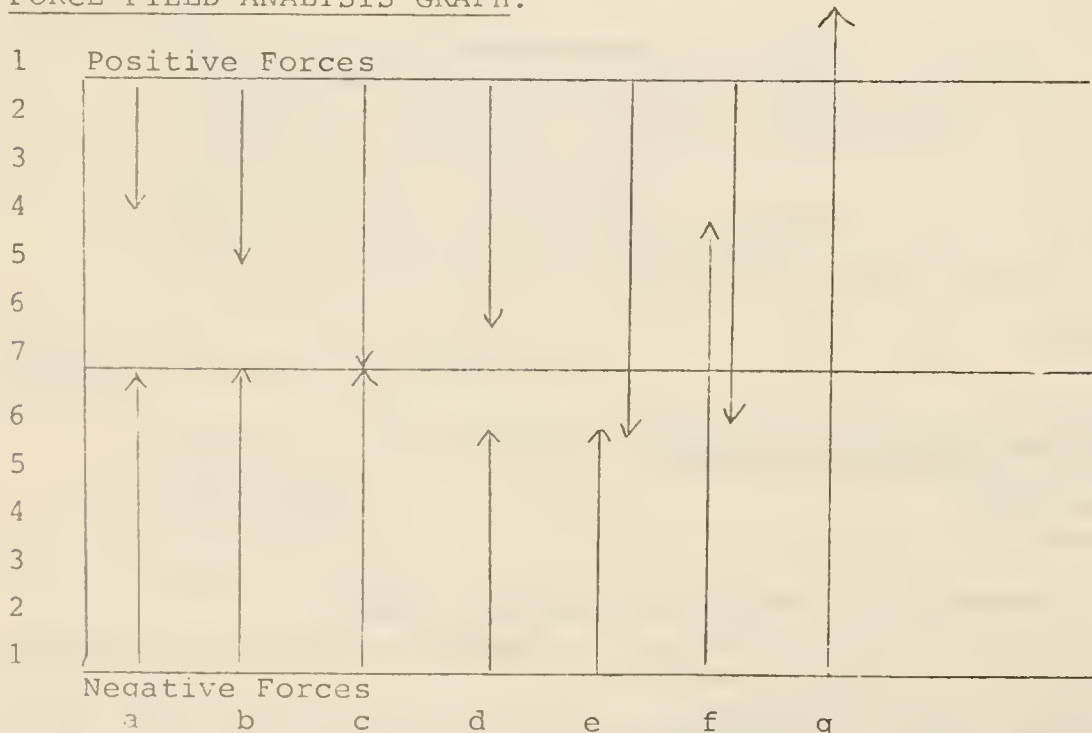
## FORCES WORKING FOR THE ACHIEVEMENT OF THE GOAL:

- a. time
- b. people already involved in this work
- c. pride and cooperation exists in using the material and resources
- d. good collections are available
- e. talented human resources available
- f. diversity of the cultures which are unique to Montana

## FORCES WORKING AGAINST ACHIEVEMENT OF THE GOAL:

- a. lack of money
- b. lack of communication
- c. need for inventory of resources
- d. distances across Montana
- e. lack of public transportation
- f. lack of information
- g. lack of coordination between resources and needs

## FORCE FIELD ANALYSIS GRAPH:



HISTORICAL SOCIETIES/HISTORICAL PRESERVATION/FOLKLIFE & ORAL HISTORY

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WAYS TO OVERCOME MAJOR NEGATIVE FORCES:

1. Ask the 1985 Legislature for money to create a clearing house for cultural resources
2. Go to the Montana Committee for the Humanities and seek financial and technical assistance
3. Develop a summary of available resources and information and publish this guide for use by local organizations
4. Do a community by community survey of resources
5. Get communities involved -- seek commitment of volunteers, seek local funding to help from private and public sectors
6. Develop a fundraising campaign

# HISTORICAL SOCIETIES/HISTORICAL PRESERVATION/FOLKLIFE & ORAL HISTORY

BRAINSTORMING THE VISION RESULTS: By 1989, we want the following to be happening...

## Communication and Promotion:

- an efficient and updated communications network
- respect of all people toward building a sound economic, political, and socially positive society government

## Programmatic:

- every county or community to have a pioneer museum
- more intensive preservation efforts of many cultures
- able to use, borrow, and preserve the original cultural artifacts (ex. pipes of the Native Americans) that are now in museums
- each community to sponsor a cultural activity such as the Lewis and Clark pageant
- cultural exchange programs to increase the awareness of Native American cultures and other cultures
- a greater effort toward building a total society for mankind
- cultural activities which include the oldtime fiddlers
- Metchif Museum and the educating of people about the Metchif history and society
- scheduled historic tours in each county
- Native American Art Shows (juried) in Helena which would be comparable to the Santa Fe Art Show
- the winners of the Native American Art Shows should tour the state

## PRIORITIES - GOAL STATEMENT:

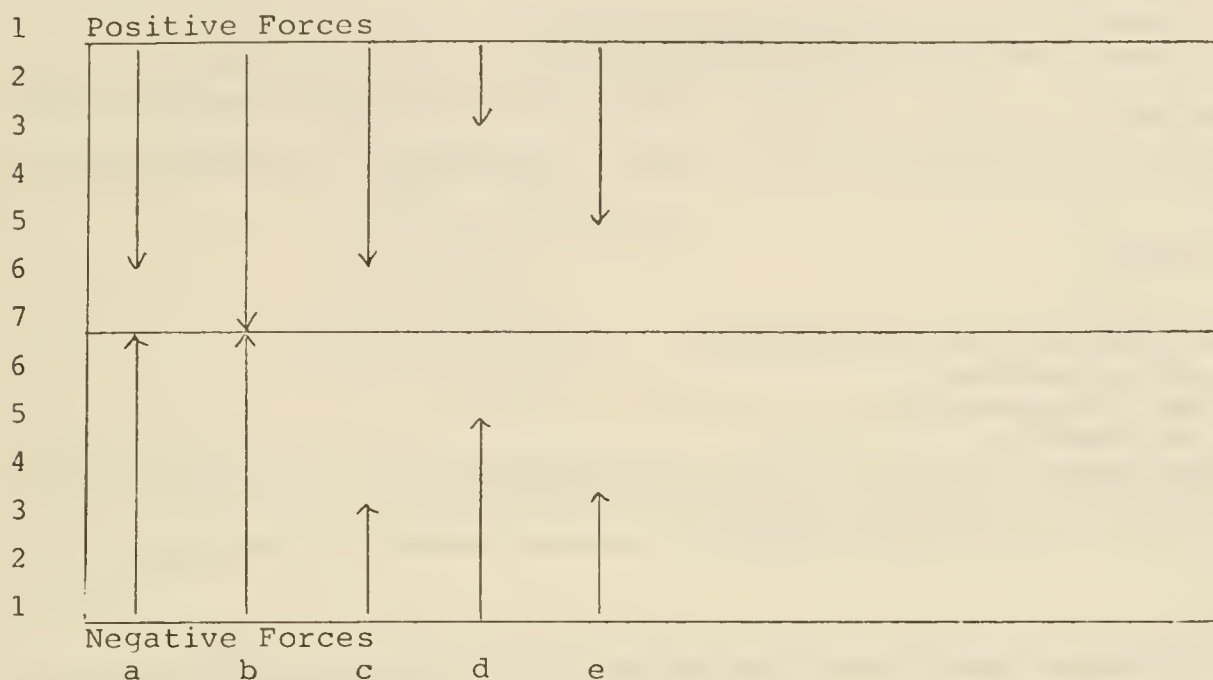
Goal: To make a greater effort at building a total society for mankind. This to be accomplished by reestablishing original cultures, preserving and communicating these cultures to other groups and by intertwining them with current culture.

## FORCES WORKING FOR THE ACHIEVEMENT OF THIS GOAL:

- a. culture exchanges taking place to some degree now
- b. community exchange of activities, committees for promoting this in the media
- c. can utilize existing resources such as pow wow, historical societies, museums etc.
- d. inter-cultural local program (borrow good ideas from one another)
- e. involve new recruits

## FORCES WORKING AGAINST THE ACHIEVEMENT OF THIS GOAL:

- a. lack of funds
- b. lack of consistent community involvement
- c. no organized group who is working toward this goal today
- d. language differences and basic communications problems
- e. lack of mobility

FORCE FIELD ANALYSIS GRAPHWAYS TO OVERCOME MAJOR NEGATIVE FORCES:

Problem: Overcoming lack of community involvement

1. have a coordinator
2. establish a clearing house
3. set a goal and incentive for reaching the ultimate goal
4. create awareness of the issue
5. recognition of those successful in the field -- publicize it

Problem: Overcoming lack of funds

1. seek matching corporate or foundation grants
2. ask city and county government to sponsor programs -- perhaps they can use federal money or state financial assistance
3. look into coal tax and mill levy funds
4. develop a concerted fundraising effort -- see local businesses, service clubs and the like
5. encourage the 1985 Legislature to amend Special Service Act to include museums

WHO NEEDS TO BE INVOLVED: (other than those at the conference)

- legislators
- tribal councils
- city and county commissioners
- business leaders
- volunteers
- service clubs
- some sort of sponsoring committee
- project coordinators from throughout the state
- universities
- staff members of decision makers at state government level

HISTORICAL SOCIETIES/HISTORICAL PRESERVATION/FOLKLIFE & ORAL HISTORYWHERE DO WE BEGIN?

1. Project begins with me, then you, then us!
2. Form a committee to coordinate and set goals, plans of action
3. Assign specific tasks, duties, responsibilities with time lines for completion
4. Follow-up and follow through -- push -- motivate -- get out the "bullwhip and boogie!"

HOW CAN WE DO IT?

1. report locally
2. seek MAC and MCH help and advice
3. have another meeting
4. establish telephone trees
5. share the momentum
6. go door-to-door, if need be to drum up support
7. word of mouth to carry the idea
8. use television and other media to increase community awareness

FIRST STEP:

1. Use the Montana Arts Council as the central information distributor and ask that this be in a timely fashion.

No list of participants available.

## ARTS IN EDUCATION

## PARTICIPANTS:

- \* Nancy Schmitz  
\* Janet Athwal  
Claudette Johnson  
Ray Thompson  
Jon Quam  
\* Don Simmons  
\* Syd Sonneborn  
\* Bill Rost  
\* -- willing to continue to work on this goal

BRAINSTORMING THE VISION RESULTS: By 1989, we want to following to be happening...

Funding:

- high salaries for arts educators
- community arts resources and requisite funding available
- Legislature fully funding education at the average number belonging -- per student per year

Programmatic:

- quality of art instruction higher
- quality of art produced in education system ever improving
- artists in the schools in addition to regular arts education of today so that art instruction takes place in visual arts, dance, music, drama, writing
- students exposed to more and varied experiences
- continuous pre-school through adult arts education experiences
- equal opportunities for all persons in arts areas
- parent/child involvement in arts education programs
- international cultural exchange at educational level -- exchange of arts performers and artists
- aesthetically pleasing educational facilities for student involvement
- art education experiences available for people in addition to those offered through institutions
- equipment and facilities to support experiences in dance, drama visual arts, etc.
- core curriculum infused
- teacher re-training in arts available to all teachers
- sharing of the arts through own public television
- participation in arts education by all sectors of the community
- a consistent and vocal voice for the arts statewide

PRIORITIES -- GOAL STATEMENT:

Goal: To achieve a society that understands and demonstrates through action that the arts are basic to the human experience. This shall be accomplished through:

## ARTS IN EDUCATION

1. Accreditation standards which reflect arts requirements at elementary and secondary levels (specific skills in arts defined and areas of instruction to include music, visual arts, drama, dance, literature, poetry).
2. Adoption of high school graduation requirements in fine arts for secondary students.
3. Teacher training which shall include pre-service and in-service training for specialists and classroom teachers in the arts.
4. Teacher endorsements in arts areas not currently addressed -- dance, video, film

Goal: To demonstrate that the arts are basic to understanding the technical world. This shall be accomplished by efforts of teachers, artists, parents, the general public, and with sufficient funding to provide model facilities and retraining programs for teachers.

### FORCES WORKING FOR ACHIEVEMENT OF THESE GOALS:

- a. current brain research
- b. interest by the public in education -- the Excellence Report
- c. arts educators are becoming more political
- d. professional organizations exist
- e. sense of community exists among statewide arts organizations
- f. political leaders exist who understand the arts
- g. artist/teachers and teaching artists in Montana
- h. AAE includes people not associated with teaching -- statewide advocacy with a common voice

### FORCES WORKING EITHER FOR OR AGAINST ACHIEVEMENT OF THESE GOALS:

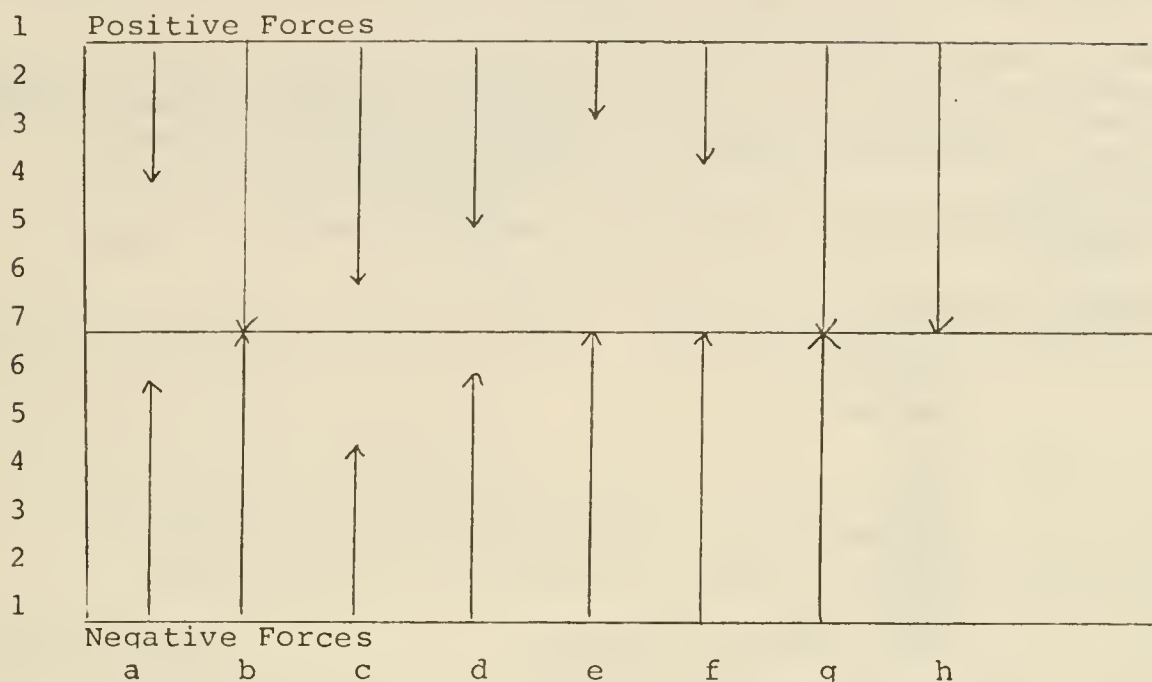
- a. federal government's attitude toward public education
- b. parental involvement
- c. state funding base
- d. development of the coal tax less than expected

### FORCES WORKING AGAINST ACHIEVEMENT OF THESE GOALS:

- a. lack of money
- b. lack of public understanding
- c. splintered organizations
- d. non-cooperating organizations
- e. requirements in terms of minimums which become the standard
- f. Board of Education proposal for achievement tests -- no arts test included
- g. arts not used in special education to develop IEP or in gifted/talented programs

## ARTS IN EDUCATION

### FORCE FIELD ANALYSIS GRAPH:



### WAYS TO OVERCOME MAJOR NEGATIVE FORCES:

Problem: Board of Education proposal re. achievement tests  
Possible Solutions:

1. Offer alternative measurements of achievement that address the total educational experience of a child

Problem: Arts not used in special education...  
Possible Solutions:

1. Encourage participation of arts specialists in IEP process
2. Arts experiences should be considered as part of the IEP to develop and enhance skill development
3. Enhance the arts programs and expand them for the gifted/talented
4. Testing methods developed for the talented aside from the gifted and develop programs to serve those students

Problem: Lack of public understanding  
Possible Solutions:

1. Arts advocacy articles should be put in OPI bulletin
2. Arts organizations need to become advocates for arts in education; need to develop:
  - position papers
  - mass mailings to the legislators, teachers, school board personnel
  - sources of funds to advocate for the arts
  - public service announcements and added media coverage
3. Effective arts programs in communities must be more visible
4. Community leaders must become involved in the arts

ARTS IN EDUCATION

Problem: Requirements in terms of minimums which become the standard  
Possible Solutions:

1. Incentives such as increased funding, public recognition, publicity and awards for offering a greater variety than the minimum
2. Raise the minimums and prescribe a range of credits or course offerings or study the number of minutes that various courses are offered
3. Begin by educating the constituency about the need for changing the minimums

WHO NEEDS TO BE INVOLVED:

MSTA	MDAA
MAAE	MAPHERD
MATELA	MAC
MAGDA	MAA
MIA	VSAM
MEA	SUMMIT
MFT	AGATE
SAM	CEC
OPI	Music Industry Council

## CULTURAL SERVICE ORGANIZATIONS

PARTICIPANTS:   \* Judy Ericksen  
                  \* John Koch  
                  \* Joanne Troxele  
                  J.D. Holmes  
                  \* Sonia Hoffman  
                  \* -- willing to continue to work on this goal

BRAINSTORMING THE VISION RESULTS:   By 1989, we want to following to  
  be happening...

### Communication and Promotion:

- increased networking
- regional service districts
- more active city and county relationship
- cooperation with governor's effort re. the Centennial Celebration

### Programmatic:

- more public art and better planned communities
- bringing generations together through mutual development of arts related projects at the local level
- melding together of variety of disciplines
- mechanism which will train and develop the mind in the areas of literature, art, music, etc.

### Funding:

- more local support for these arts efforts
- awards at local level for those who work for beautification
- implementation of the % for the arts in a meaningful way
- development of endowments through the coal tax monies

### PRIORITIES -- GOAL STATEMENT:

Goal: Promote cultural awareness through a mechanism which will develop and train the mind in the areas of literature, art, music, etc. at the state and local level using the Centennial Celebration as the impetus.

### FORCES WORKING FOR THE ACHIEVEMENT OF THIS GOAL:

- a. percent for the arts/needs teeth
- b. coal tax funds available
- c. people want monuments to events
- d. could be a bridge between generations
- e. artists as activists exist at the local level -- beginning at state level
- f. making use of local levies to help fund arts now

# CULTURAL SERVICE ORGANIZATIONS

## FORCES WORKING AGAINST ACHIEVEMENT OF THIS GOAL:

- a. greed
- b. inertia

The group did not plot these forces on the Force Field Graph.

Goal: To develop better resource sharing and communication between cultural groups, the general public, and state and local government (This goal needs to be accomplished before the first goal can be achieved.)

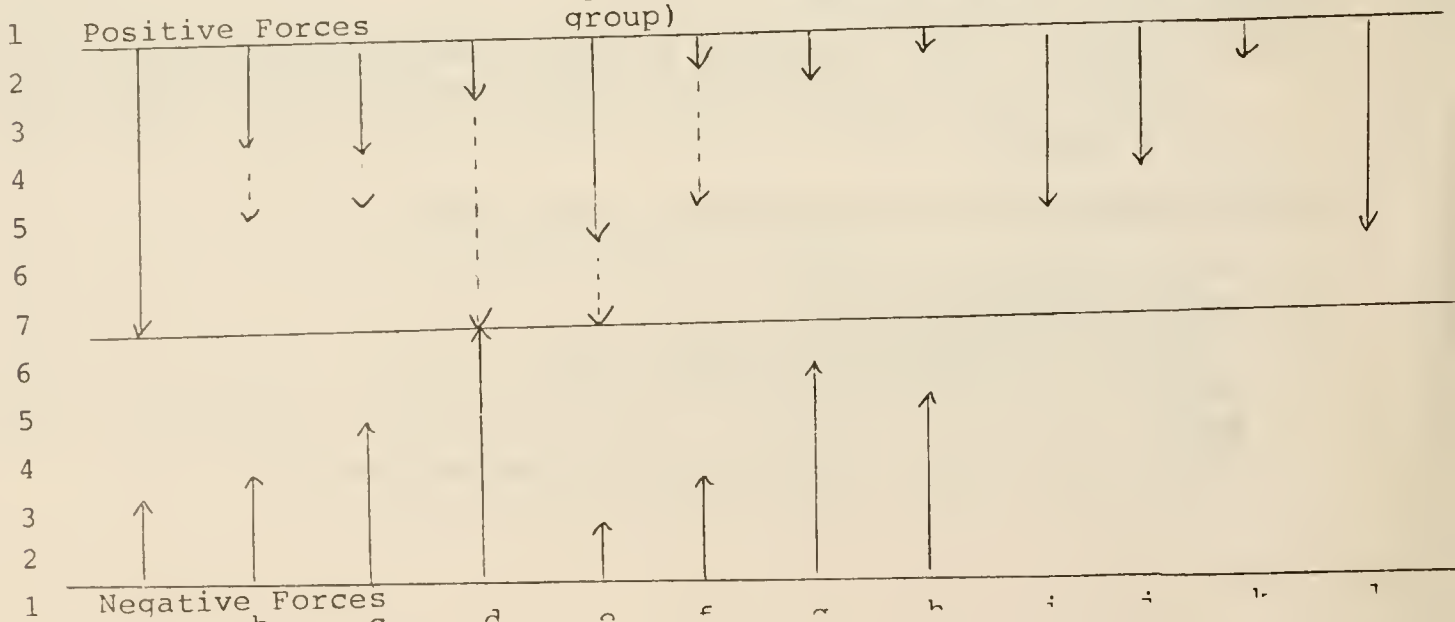
## FORCES WORKING FOR ACHIEVEMENT OF THIS GOAL:

- a. arts advocacy -- lobbying
- b. MAC
- c. MCH
- d. media involvement
- e. public radio
- f. more conferences -- local level first, more statewide ones
- g. public service announcements
- h. workshops on communications
- i. fanfares on local level
- j. awareness of new technology
- k. educational facilities vs. communities
- l. networking

## FORCES WORKING AGAINST ACHIEVEMENT OF THIS GOAL:

- a. distances
- b. conflict of interest
- c. human nature
- d. money -- lack of
- e. time
- f. weather
- g. isolation of artists
- h. ego

FORCE FIELD ANALYSIS GRAPH: (solid and dotted lines indicate difference of opinion as to the weighting of the idea in the group)



## CULTURAL SERVICE ORGANIZATIONS

### WAYS TO OVERCOME THE MAJOR NEGATIVE FORCES:

Problem: Lack of money

Possible Solutions:

1. Artists should support other artists once they have become successful
  - a. approach them in positive tone but may have to shame them into it
2. Everyone needs to contribute to this goal -- Ex. MIAF, MAC

Problem: Human nature

Possible Solutions:

1. Breaking down barriers through contacts, more conferences
2. Communications workshops
3. Have a Chataqua type meeting
4. Do more marketing and interaction
5. Seek agency input

Problem: Isolation of Montana artists

Possible Solutions:

1. MAC -- put artists in charge of a conference -- have them be the idea people with others in charge of the mechanics
2. MCH -- jointly fund projects such as films about Montana artists, performing groups, craftsmen and the like

### WHERE DO WE BEGIN?

1. Become involved with the Education Sub-Committee and Joint Fiscal Committees of the Legislature (House Appropriations and Senate Finance)
2. Discuss long-range planning with the House Education and Cultural Resources Committee and the Senate Education and Cultural Resources Committee
3. Artists should make an effort to attend legislative sessions and hearings

## FAIRS AND FESTIVALS

PARTICIPANTS:      Millie Avery  
                          Mary Laskovich  
                          \* Muriel Kittock  
                          \* Joyce Thomas  
                          \* Marilyn Evans  
                          Sue Talbott  
                          \* -- willing to work on this goal

BRAINSTORMING THE VISION RESULTS:    By 1989, we want the following to  
    be happening...

### Programmatic:

- big expansion of art
- coordinated tour of Montana artists throughout the state
- arts and crafts fairs of specific interest
- costumes and dress period attire -- sub-theme
- patriotic and historical Montana music -- sub-theme
- cowboys, Indians, settlers, traders, miners -- history of these groups as a sub-theme
- participation of schools in all areas
- farm implements and other machinery -- sub-theme
- emphasis on area wide shows, rather than city by city
- subsidized fairs so more people can participate
- Centennial Celebration events which are statewide, not just in Helena
- visitation of older homes and studios, ghost towns, studios -- planned and promoted statewide
- focus on promoting tourism
- fairs with ethnic theme or special interest area

### General Observation:

- those attending are tired of seeing same old thing
- fairs are so fragmented because there are so many of them -- have fewer, better fairs and festivals
- involvement of all age groups and special groups such as handicapped and elderly needs to happen
- there is appreciation in understanding our roots -- use that theme to promote an understanding of Montana's legacy to us
- make the coal tax count
- remember even small towns can be "somebody" when doing a fair or festival well -- gain national recognition
- focus on the unique

### Suggestions not directly related to Fairs/Festivals:

- MAC should put together a directory of all arts groups, artists, performers and this should be available and updated regularly
- make sure there is an annual statewide calendar re. the Centennial Celebration -- the purpose is not only promotion but also to help avoid scheduling conflicts

## FAIRS AND FESTIVALS

### PRIORITIES -- GOAL STATEMENT:

Goal: To promote and organize several area-wide and regional Centennial fairs with a focus on promoting tourism

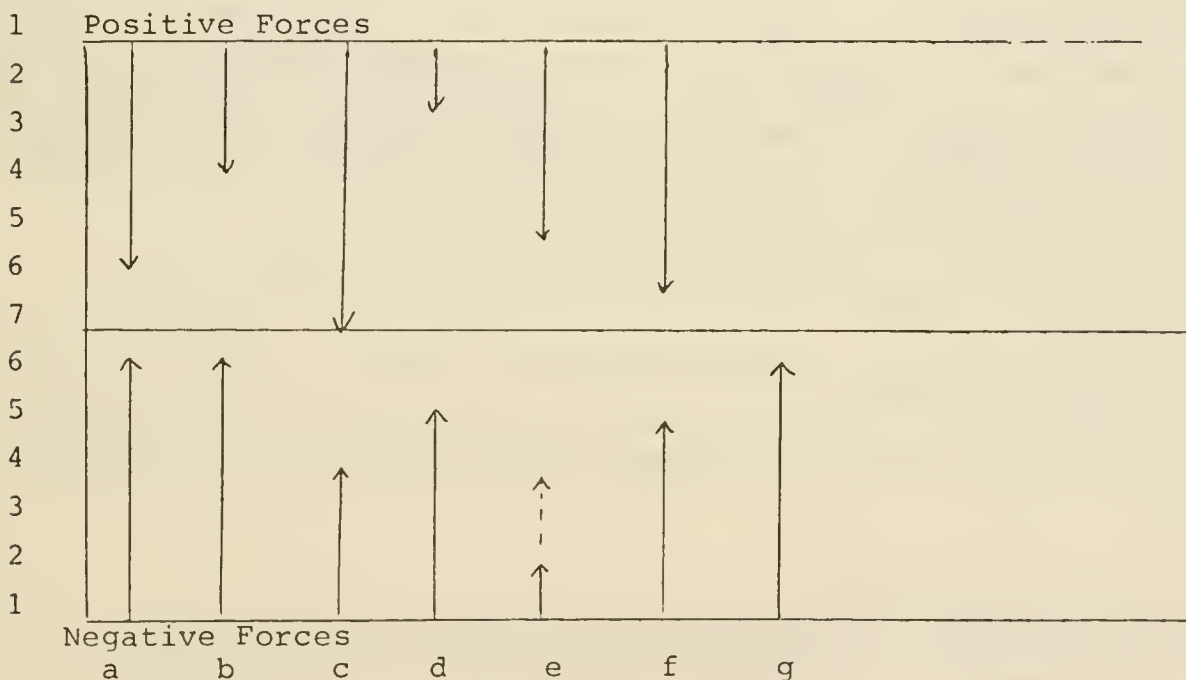
### FORCES WORKING FOR ACHIEVEMENT OF THE GOAL:

- a. interest and enthusiasm
- b. workers -- volunteers -- lots of them out there
- c. quality of the arts in Montana -- good product to tap and sell
- d. interest in all groups for fairs, especially among children
- e. economic impact
- f. state pride

### FORCES WORKING AGAINST ACHIEVEMENT OF THE GOAL:

- a. enough money not available right now
- b. coordinating volunteers -- where is the leadership?
- c. inter-community rivalry
- d. overkill, repetition
- e. distances
- f. resistance to cooperation, leadership, work
- g. quality control

### FORCE FIELD ANALYSIS GRAPH:



### WAYS TO OVERCOME MAJOR NEGATIVE FORCES:

Problem: Lack of Money

Possible Solutions:

1. Research funding (government, private sector -- local businesses, corporate contributions, foundation grants, purchase awards)

## FAIRS AND FESTIVALS

Problem: How to get volunteers

Possible Solutions:

1. Media coverage
2. Word of Mouth promotion
3. Set up committees
4. Use current arts organizations in the state
5. Use the state lists available through MAC, MIAF etc.

Problem: Professional rivalry

Possible Solution:

1. Have an "outside" coordinator

Problem: How to handle quality control and avoid overkill

Possible Solution:

1. Appoint a selections committee which can help coordinate and screen ideas and projects

Problem: Distances

Possible Solution:

1. Coordinate transportation programs and offer promotions through airlines, AMTRAK, buslines etc.

### HOW TO ACHIEVE THE GOAL:

1. Develop interest -- by publicity, prizes, awards in music, art, performances, crafts, sports etc.
2. Have a strong coordinator who can generate enthusiasm in volunteers
3. Offer quality products -- encourage competitions, encourage schools, amateurs, professionals, seniors, minorities to be involved
4. Include all media -- may have some parts juried
5. Include press people in planning and use for promotion
6. Offer workshops, classes, programs on the project to generate enthusiasm
7. Promote economic impact -- jobs, salaries, tourism, community spirit and pride, flow of money
8. Stress state pride -- national image, reputation for high quality-- seek recognition for arts and historic significance of the Centennial

### ACTION PLAN:

1. Get money and plan budget
2. Hire a coordinator for volunteers for the whole state
3. Establish dependable fair and festival committee to set goals, establish criteria for quality and the like

### WHO IS GOOD AT GETTING MONEY?

1. Government officials (George Turman)
2. Corporate and Foundation heads or ceo's
3. University grants writers -- get a list of foundations

## FAIRS AND FESTIVALS

### HOW TO GET MONEY:

1. fundraising projects or events
2. retail items such as t-shirts, calendars etc.
3. develop a speaker's bureau to solicit from groups

### WHERE DO WE BEGIN?

1. Need financial committee to raise and apportion money
2. Identify prestige person to head this committee and appoint regional leaders to sub-committee
3. Suggestions for people to serve on Finance and Criteria Committees:

#### Finance Committee

Turman  
Nelso  
Stickney  
Archibald  
national figure

#### Criteria Committee

V. Artist  
Dancer  
Writer  
Musician

#### Regional Committee People

bankers, investment people  
board members  
service club representatives  
chamber of commerce reps.

WHEN DO WE MEET AGAIN: Next January, 1985

WHERE: Hawaii or Corfu

WHO CONVENES US: Santa Claus

WHO PAYS: We are looking for a grant

## THE CULTURAL OUTLOOK: COMMON CONCERNS, COMMON SOLUTIONS

### CONCLUSIONS

As one reflects on the first statewide cultural conference, one begins to sense a mood about the state of the arts in Montana in 1984. A mood of optimism, of excitement, of pride in the quality and diversity of the arts, a realization that community support is increasing but the need for funds is increasing as well. One hears over and over that quality is important and that the quality of Montana artists of all disciplines is high.

Amid the discussions on the product which the arts produces, one also hears newer words -- networking, businesslike practices, long-range planning, political advocacy, coalitions, technical assistance. These words, to some, may seem odd when discussing the arts, but to the realist, their entree into the arts community speaks to the reality today which is that the arts is a business with a fine, lovely, sensitive product, but which must be funded and promoted and marketed effectively to insure its long-term growth and prosperity.

Delegates to the conference shared an excitement about coming together, a sincere willingness, in fact eagerness, to hear from other artists, performers, sponsors, volunteers about their successes. They often appeared relieved to discover that their problems or concerns were the same as others in other disciplines. They came to listen, to learn, to grow.

While there was delight in the variety of the arts represented, there was some frustration at those groups who were not in attendance. A variety of explanations exists for this, but there was a feeling expressed by participants that the arts must come together and begin to speak with a single voice in order to insure the funding and support necessary for growth in the coming years. There was also the feeling that successful artists and successful arts organizations have an obligation to help those who are still learning, and that attendance at such events and workshops as the Conference is a way to demonstrate this continuing commitment to the growth of the arts in Montana in general.

More vocal delegates suggested that MAC grants consideration might be contingent upon participation in MAC sponsored events and activities. This frustration stemmed not from anger, in the facilitator's opinion, but rather from the sincere desire to have everyone represented -- to be able to hear from all groups and to be able to learn from all.

There was interest and questioning about what would happen to the information gathered at the Conference. Would it be only an academic experience? Would it produce results in the long-term?

## THE CULTURAL OUTLOOK: COMMON CONCERNS, COMMON SOLUTIONS

These are not surprising or unexpected questions. Too many times, groups are brought together, their suggestions asked for, great plans devised, and little results six months later. In this case, the Montana Arts Council, in its initial call for the Conference, pledged to review, assign, addresss, and act upon the comments and suggestions that resulted from the Conference.

The Montana Arts Council does not have unlimited resources, but, by calling the Conference, there is implied a responsibility to translate the ideas into action where feasible. Delegates must share responsibility as well, and should report the findings to their communities so that additional support and help can be mobilized.

It is assumed that existing groups within the state such as MAGDA, MIAF, MASO, Montana Arts Advocacy will be in leadership roles to implement many of the suggestions and ideas in this report. In some cases, tasks may be easily assigned to current groups. In other cases, new coalitions may need to be formed, and it would be hoped that the Montana Arts Council will be the catalyst and coordinator to see that this happens.

The Montana Arts Council can be commended for calling the Conference, but at the same time, cautioned that such meetings are only a beginning, not an end in themselves, and that follow-up meetings with key leaders in the arts fields, regional conferences to involve more people across the state, and future financial commitment will be necessary to realize the suggestions put forth by the Conference delegates.

Several key themes emerged during the Conference:

1. The need for the arts community to become "politically savvy," to have a strong Legislative approach and program, and to train and involve arts performers, artists, sponsors and volunteers throughout the state in a year-round lobbying effort.
2. The need for specific training for arts organizations, particularly in the funding and long-range planning areas. The comment was made "no more crisis to crisis fundraising" and "no more crisis to crisis management."
3. The need for a coordinated, well-planned promotion about the arts on a statewide basis for the purpose of promoting tourism as well as increasing support. It would be hoped that this public relations campaign might be spear-headed by MAC and that the Build Montana promotions and out-of-state tourism promotions would be receptive to arts inclusions.

# THE CULTURAL OUTLOOK: COMMON CONCERNS, COMMON SOLUTIONS

4. The need for the arts to be a vital part of the Centennial Celebration and that this celebration be planned throughout the state, but coordinated by one state committee.
5. The need exists for the arts to be more businesslike -- to insure good record keeping, to begin to talk about "exchanges" instead of donations. This reality does not mean a compromise of the quality or integrity of the arts experience, but rather is a melding of the arts with the fiscal responsibility and accountability necessary for survival.
6. The need for increased funding. It came up at every table and is critical. MAC is asked to do funding sources studies, training, endowment development assistance, and to explore a wide range of funding options. The commitment is strong to a diversified funding base, but the way to achieve it is less clear. Training is a must!
7. The need for communication, coordination, and cooperation on a timely and productive basis. Research into a computer network (perhaps through the state library system) is asked for and delegates look to MAC to serve as the clearing house and facilitator of this communications network.
8. The need for further conferences and dialogue. Perhaps these might be on a regional basis and include training sessions or public hearings. The observation of the facilitator is the desire for specific examples of "success stories" -- what did XYZ group do and how to insure \$20,000 in corporate support? What did such and such a group do that netted the outstanding support of the media? Many such success stories exist in the state, and not only would sharing offer new ideas and approaches, but it would also give recognition to the efforts who put the original plans and ideas to work.

All these themes are important and when one reviews the many creative and feasible ideas and goals generated by the Conference delegates, one may be overwhelmed at the "opportunities" and challenges set forth. Where to begin?

The Montana Arts Council will review the information, will prioritize the areas in which it can be directly involved and will attempt to serve as a catalyst in other areas. The opportunities for success are many; the opportunities for growth varied and plenty.

Perhaps the strongest theme expressed by Conference participants will also be the one which insures success -- that Montana arts groups and individuals can and must work together to achieve the Cultural Climate in this state that is desired. The increased support of many political figures and the broad base support of

THE CULTURAL OUTLOOK: COMMON CONCERNS, COMMON SOLUTIONS

citizens throughout the state is greater than at any time. It is now proper to look for 1989, to choose the future which the arts community wants to achieve, to begin to plan strategies to achieve that future, and to begin to implement those plans.

The facilitator thanks the Montana Arts Council and the delegates for the opportunity to have learned and to have been part of this first cultural conference. The visions expressed are far-reaching, innovative, tangible, and achievable.

The participants have a strong sense of the richness of Montana's cultural heritage and a commitment to its future. They have a dream and they are willing to work, individually and collectively, to achieve that dream. With that mixture of talent and dedication, many successes are bound to occur.

Prepared by: Robin Bailey, Conference Facilitator

Prepared for: The Montana Arts Council

Date: June 1, 1984



## MONTANA ARTS COUNCIL



TED SCHWINDEN GOVERNOR

1260 S 3RD WEST

## STATE OF MONTANA

(406) 543-8286

MISSOULA MONTANA 59801

VISION OF '89  
MONTANA CULTURAL CONFERENCE

MAY 11, 12 and 13 1984

HELENA, MONTANA

## AGENDA

MAY 11 FRIDAY- THE CULTURAL OUTLOOK: COMMON CONCERNS, COMMON SOLUTIONS

Place: The Helena Movement Center- 38 So. Last  
Chance Gulch

8:30AM Group Leader Orientation Session-Small Studio

9:00am REGISTRATION

9:30 INTRODUCTION- Sue Talbot, Vice-Chair, Montana  
Arts Council

OPENING ADDRESS: The State/Local Cultural  
Partnership- Lieutenant Governor George  
Turman - Ballroom

10:00 THE STATE OF CULTURE: A REPORT TO  
CONSTITUENTS- Ballroom

Robert Archibald, Director, Montana  
Historical Society

Margaret Kingsland, Executive Director,  
Montana Committee for the Humanities

David E. Nelson, Executive Director, Montana  
Arts Council

Bill Pratt, Community Arts Coordinator,  
Montana Arts Council

11:00 I. GROUP SESSIONS- WHAT MAKES US PROUD-  
Ballroom- Facilitated by Robin Bailey

12:00 BUFFET LUNCH - Ballroom

Topic: Comments on the Plastic Parthenon:  
Aesthetics and the Future

Speaker: Dr. John Pulliam, Dean of the  
School of Education, University  
of Montana

1:00pm II. GROUP SESSIONS- PLANNING THE VISION  
FOR '89 - Ballroom

4:00 III. GROUP REPORTS- Ballroom

5:00 ADJOURN SESSION

6:00-9:30 1984 AWARDS IN THE HUMANITIES BANQUET  
Featuring WAHEENEE: BUFFALO BIRD  
WOMAN—stories, music and dances from the  
Hidatsa (Plains Indian) tradition presented  
by Jeanne Eder, Coordinator, Indian Studies,  
Eastern Montana College -Colonial Inn-

MAY 12 SATURDAY- FUNDING AND ADVOCACY

PLACE: Conference Room-Office of the Commissioner  
of Higher Education- 33 So. Last Chance Gulch

9:00am REGISTRATION

9:30 INTRODUCTION- David Nelson, Executive  
Director, Montana Arts Council

PUBLIC HEARING- Proposed Administrative Rules  
and Procedures Specifying Criteria for  
Cultural and Aesthetic Project Grants

10:30 BREAK

12:00 LUNCH ON YOUR OWN

1:15pm LEARNING HOW TO INFLUENCE YOUR STATE OR LOCAL  
PUBLIC OFFICIAL-Presentations and panel  
discussion led by the Montana Arts Advocacy

3:15 BREAK

3:30 THE CULTURAL AND AESTHETIC PROJECT GRANTS  
PROCESS- Application, Reporting and Payment  
Presented by Carleen Lassise, CPA, Montana  
Arts Council

5:00 ADJOURN SESSION—DINNER ON YOUR OWN

MAY 13      SUNDAY-      PERFORMING ARTS TOURING IN MONTANA

Place:      Conference Room- Office of the Commissioner  
                 of Higher Education- 33 So. Last Chance Gulch

9:00am      REGISTRATION

9:30           INTRODUCTION-Jessica Stickney, Chair, Montana  
                 Arts Council

                 THE MONTANA PERFORMING ARTS TOURING REALITY:  
                 Perspectives of Artists, Companies and  
                 Presenters— facilitated by Robin Bailey

10:30      BREAK

10:45      IF WE HAD OUR 'DRUTHERS: A Vision of  
                 Performing Arts Touring

12:00      LUNCH ON YOUR OWN

1:15am      BARRIERS TO THE VISION

2:15      PROPOSALS AND SOLUTIONS

3:30      ADJOURN CONFERENCE

BRAINSTORMING RESULTS: WHAT ARE THE EXPECTATIONS  
FOR DAY 1 OF THE CONFERENCE?

Arts/Artists Development

- want to find out how to keep our historical resources in Montana
- establish goals for '89 and how to reach goals -NO position papers
- building relationship with other galleries - what is happening, where can I plug in and/or be helpful
- arts education become routine in schools
- artists become involved with vision of peace
- long range planning - this is a start
- begin to plan for future
- learn more about cultural fiber of Montana
- volunteer involvement - how to expand volunteer force
- isolated - need to band together because of small population
- greater awareness of how practical TV can be to reach arts audiences
- awareness of TV and its use especially for small communities

Communication Related

- get acquainted
- learn
- looking for more ways to cooperate, pool resources, communicate
- looking for more communication between Montana artists and sponsoring organizations
- sharing diverse disciplines, similar concerns
- networking and combining resources
- networking
- communication/intergroup/organization
- learning to share information with other groups
- get enthusiasm from others
- inspire participation

Funding Related

- work in cooperation to maintain funding that's available
- learn how funds will be distributed
- looking for balance of state resources and outside vision of future
- looking for more ideas to promote corporate and private support on statewide basis
- obtain historic grants information
- discover sources of revenue
- using money in long lasting way that should be based on consensus
- come up with plan to support arts institutions in Montana

BRAINSTORMING RESULTS FOR DAY 1: WHAT ARE  
ALL THE ASPECTS ABOUT MONTANA'S CULTURAL CLIMATE  
WHICH MAKE YOU PROUD?

Artists/Performers/Organizations/Programs

- small performing arts sponsors who take risks
- public art
- artists who resist the draw of outside advantages and stay in MT
- blue grass in saloons
- so many arts institutions
- Montana writers like Taylor Gordon, Ivan Doig, Jim Welch, etc.
- professionalism of artists and directors and performances
- togas in Glendive
- story tellers
- homesteader museums
- MAGDA - groups working together
- oral history preservation
- efforts to preserve Native American culture
- \* improvement in the quality of all aspects of the arts
- large and small museums and galleries
- diversity of arts experiences across the state - art is everywhere
- excellent symphonies
- the sheer numbers of art organizations
- music departments in our public schools
- Helena Arts Council
- MAC
- Magic movers
- artists in residence programs in the schools
- artists in residence programs sponsored by local organizations
- \* commitment to preserving history of Montana (State identity through culture)
- \* cultural service organizations (rep, magic movers, art centers, museums etc.)
- gifted and talented programs
- Anaconda Art Center auction
- the plaque
- accessibility of arts - art in parks, artists in schools etc.
- Committee for Humanities
- Annual Art in the Park
- summer arts programs
- summer music camps
- annual celebrations of history preservation
- blending art with natural resources
- MDAA and opportunities for young dancers
- commitment to "born in Montana" arts
- Montana Rep. theater
- Custer County Arts Center
- historical societies
- Missoula children's theater
- Montana talent superb
- Rural art centers
- development of Montana as a culture
- Shakespeare in the Park
- Schools of dance
- jazz festivals
- arts and crafts fairs

Artists/Performers/Organizations/Programs - continued

- Grand Street
- Old time fiddlers
- \* diversity and quality of artists' works
- \* growth of the quality of arts in education
- \* quality artists involved with education
- art education is growing
- contemporary art - quality and uniqueness vs. money
- performing arts showcase
- growth of public radio
- Native American arts and dance groups
- aesthetic protection of the environment
- Montana is recognized as an important and dependable link to performing groups touring in the West
- dedicated teachers
- dedicated administrators of arts organizations
- 12 year old dance association
- Yellowstone Arts Center as regional center
- Billings Studio Theater (30 years)

Attitudes, Characteristics of Montanans

- pride and awareness of MT artists by nationally recognized groups/individuals
- independence
- we don't have the stigma "it's always been done that way"
- "elitism" is disappearing
- \* sense of cooperation among artists
- \* more awareness of humanities and arts than we used to have
- open minds
- people willing to settle here for less money but better lifestyle
- grassroots deliberation of artists
- increasing awareness in preservation
- \* increasing interest in Native American arts
- diverse ethnic groups
- acceptance by those outside of Montana
- stubborn individualism
- \* awareness of our history
- mecca for artists
- awareness of citizens needs to be involved with the arts
- impact of personal involvement can make a difference
- lack of provincialism
- level of commitment
- independence of the organizations - they develop according to individual needs and a sense of place
- pioneering spirit
- people you know doing great things

Communication

- organization of arts groups, singly and collectively, better all the time
- everyone included in the arts in Montana
- we have brought the arts to isolated Montana communities

Communication - continued

- easier to be exposed to art than in big cities
- networking, our willingness to work together
- \* networking and cooperation across the state
- ability to give direction for arts in Montana
- communication within the University system
- statistics on the number served - monumental!
- level of culture - "in spite" of itself
- awareness of needs of variety of groups
- \* support of culture and voluntarism - interest
- \* reaching out to serve total community - institutionalized, handicapped, aged etc.
- common goal exploration by numerous state organizations

Support

- \* coal tax fund
- community support - we should be proud of how much we have
- \* role of MAC in providing service to the arts
- volunteers time and commitment to arts from non-artists/professional
- involvement of Congressional rep. in Cong. Arts Caucus
- \* citizens involvement in state processes
- political leadership
- senior citizen involvement
- community involvement
- preservation of various cultures is a priority
- small communities committed to the arts
- \* increased political support
- media support
- \* volunteers
- \* today's conference
- melding of disciplines
- grassroots support of arts
- \* broad based support for the arts
- ability to make something with scant resources
- private sector support of the arts
- longevity - have been here and will continue to be
- support of youth
- growth of state departments and population





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